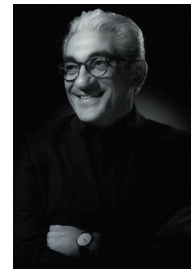


ASHRAF ELZAHED

STRATEGIC MARKETING LEADER



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PROFESSIONAL PROFILE

Sales and Marketing Regional Vice President leading hotel sales and marketing, developing and deploying brand strategy, and delivering value in luxury hotels across EMEA (Europe, Middle East and Africa) region.

Strategic thinker, highly analytical, technically proficient, collaborative leader who comprehends the on-property marketing function, the role of brand in delivering value and the cultural nuances relative to conducting business in regional markets.

Skilled in providing strategic marketing solutions to solve business performance issues, managing owner relationships and leading regional teams through transformation and change. Core expertise in business optimization, consumer and brand marketing, brand identity and differentiation, data analytics, sales and distribution strategy.

Extensive experience in developing differentiating marketing strategies for new and established hotels; effective deployment of integrated sales, marketing communications and revenue management tactics. Led regional brand initiatives to drive optimal performance and deliver annual business objectives. Highlights include:

- Successful openings of 18 Four Seasons hotels as on-property Director, Area Director and Area Vice President.
- Delivered leading YoY (Year-on-Year) room revenue growth and ahead of luxury peers in EMEA during 2016-19 resulting in 3 years' Compound Annual Growth Rate (CAGR) of 9 % in Room Revenue; 8 % in Gross Operating Revenue; and Market share growth of 6% against competitive luxury peers.
- Delivered optimal room revenue growth 2016 – 19 via market leading programs resulting in Direct Channel growth (B2C) – 3 years' CAGR of 23 %, and Direct Sales room revenue growth (B2B) – 3 years' CAGR of 11 %
- Improved Brand Health YoY 2016 – 19 ahead of luxury peers resulting in highest annual share of voice, rank # 1 against primary competitive set of luxury peers resulting in 37 % Share of Voice and 3.4 SOV index and increase EMEA Social Media Engagement on Global enterprise-wide channels at CAGR of 45 %

CAREER SUMMARY

FOUR SEASONS HOTELS AND RESORT (CORPORATE OFFICE)

- Vice President Hotel Marketing Europe, Middle East and Africa
- Corporate Director, Hotel Marketing Middle East and Africa

DUBAI - UAE

2016 – 2020

2014 – 2016

FOUR SEASONS HOTELS AND RESORTS (CORPORATE OFFICE)

- Director, Hotel Marketing Middle East and Africa
- Regional Director of Marketing – GCC (Gulf Cooperation Council)

DOHA - QATAR

2011 – 2014

2007 – 2011

FOUR SEASONS HOTELS AND RESORTS

- Director of Sales and Marketing (Doha – Qatar)
- Director of Sales and Marketing (Amman – Jordan)
- Director of Sales (Cairo – Egypt)

2004 – 2007

2002 – 2004

1999 – 2002

THE MARKETEERS – SALES AND MARKETING CONSULTANTS

General Sales Agents Marriot Hotels and Resorts, Ritz Carlton Hotels
Consulting Partner

CAIRO - EGYPT

1995 – 1999

SEMIRAMIS INTERCONTINENTAL HOTEL CAIRO

Sales Manager

CAIRO - EGYPT

1990 – 1995

PROFESSIONAL EXPERIENCE

VICE PRESIDENT HOTEL MARKETING EUROPE, MIDDLE EAST AND AFRICA

Four Seasons Hotels and Resorts EMEA Corporate Office | Dubai, UAE | 2016 - 2020

Reporting to the Global Executive Vice President Marketing (head office in Toronto, Canada) Responsible for Hotel Sales and Marketing delivering total revenue performance objectives (US \$ 1.5 B annual gross operating revenue) across a portfolio of Forty (40) hotels that range from palace hotels in Europe to glittering skyscrapers in the Middle East, hideaway beach resorts and one luxurious safari lodge in Africa with a team of 18 direct reports at Corporate director and Corporate manager level

Each project brings something new, whether it's a ground-up build, a careful restoration or conversion of an established hotel to the Four Seasons brand. The role of Vice President of Hotel Marketing EMEA works collaboratively with hotel owners, Four Seasons corporate and hotel teams to ensure that each property's unique attributes and each destination's culture are reflected in everything.

Major Accomplishments:

- Ten Successful openings of Four Seasons Hotels & Resorts in Casablanca, second hotel in Dubai, Abu Dhabi, Tunis, Kuwait, second hotel in London, Ski resort in Megeve, second resort in Seychelles, Athens and Madrid.
- Delivered leading year over year EMEA room revenue growth and ahead of luxury peers
 - Achieved 3 years' Compound Annual Growth Rate (CAGR) of 9 % in Room Revenue and 8 % in Gross Operating Revenue from 2016 - 2019
 - Achieved market share growth for Three consecutive years 2017, 2018 and 2019 at CAGR of 8% against competitive luxury peers.
- Achieved optimal room revenue growth through market leading sales and revenue management programs
 - Direct Channels room revenue growth – (B2C) – 3 years' CAGR of 23 % from 2016 – 2019
 - Direct Sales room revenue growth – (B2B) – 3 years' CAGR of 11 % from 2016 – 2019

CORPORATE DIRECTOR, HOTEL MARKETING MIDDLE EAST AND AFRICA

Four Seasons Hotels and Resorts EMEA Corporate Office | Doha – Qatar & Dubai, UAE | 2011 – 2016

Reporting to the Vice President Hotel Marketing EMEA, responsible for setting the strategic marketing direction and optimize hotels performance, profitability and market share growth across a portfolio of Eleven existing hotels, Five pre-opening hotels, and Six new hotel projects in the Middle East, Gulf Cooperation Council (GCC) and Africa.

New projects and new openings brought something new to the Middle East and Africa portfolio, from ground-up build, conversion of an established hotel, resort property or Safari Lodge. The role of Director Hotel Marketing MEA works collaboratively with Four Seasons corporate and hotel teams to ensure that each property's unique attributes and each destination's culture are reflected, and new hotel openings are successful in achieving brand standard and financial projections.

Major accomplishments:

- Five successful Four Seasons Hotels & Resorts openings Marrakech, Serengeti, Johannesburg, Dubai, Bahrain.
- Middle East and Africa Region delivered leading year over year room revenue growth and ahead of luxury peers
 - Grew Room Revenue from 2011 – 2016 with Five years' Compound Annual Growth Rate (CAGR) of 10 %
 - Increased market share for 5 years 2011 – 2016 at CAGR of 4% against competitive luxury peers.
- Created and implemented the five-year revenue performance plan and pre-opening strategy for 5 MEA properties, enabling their successful positioning and penetration in the market
- Successful hiring of on property sales and marketing teams for the newly open hotels with 4 Directors of Marketing positions

REGIONAL DIRECTOR OF MARKETING – GCC (GULF COOPERATION COUNCIL)

Four Seasons Hotels and Resorts | Doha – Qatar | 2007 – 2011

In addition to being the on-property Director of Marketing of Four Seasons Hotel Doha, the Regional Director of Marketing GCC role oversees Four Seasons Hotel Riyadh and the development of business plans for the upcoming hotel projects in the GCC region. Reporting to the Four Seasons Hotel Doha General Manager & Regional Vice President and dotted reporting line to the Vice President Hotel Marketing EMEA.

Major Accomplishments:

- Developed business plans and 5 years revenue projections for the new GCC hotel projects in Dubai, Kuwait, Bahrain, and Abu Dhabi in collaboration with Four Seasons Development, Design and Construction, and Operations Regional and Global teams.

DIRECTOR OF SALES AND MARKETING

Four Seasons Hotel | Doha – Qatar | 2004 – 2007

Opening Sales and Marketing Director of Four Seasons Hotel Doha in April 2005. Reporting to the Hotel General Manager, is the senior performance leader for the Hotel Sales & Marketing leading team of 23 in key marketing areas of sales, catering & conference services, public relations & social media, marketing communications, revenue management & reservations to deliver optimal performance.

Major Accomplishments:

- Successful opening of the hotel exceeding the opening-year, first full year, 5 years financial projections and leading the luxury competitive set and Doha market in Revenue Generation Index (RGI) in the first full year achieving an RGI index of 124 in 2006 and 131 in 2007.
- Achieved a CAGR of 22 % in room revenue in the first three full years of operation and 13 % CAGR in market share.
- The hotel achieved the highest Average Daily Rate of US \$ 450 and Revenue Per Available Room US \$ 310 in the history of Doha and the hotel in 2008 and prior financial recession.
- Successful development of sales and marketing talents that supported the Four Seasons regional and global portfolio growth.

DIRECTOR OF SALES AND MARKETING

Four Seasons Hotel | Amman – Jordan | 2002 – 2004

Opening Director of Sales and Marketing of the Four Seasons Hotel Amman in December 2002. The role of Director of Sales and Marketing reports to the Hotel General Manager, is the senior performance leader for the Hotel Sales & Marketing leading a team of 16 key marketing area (Sales, Catering & Conference Service, Public Relations & Social Media, Marketing Communications, Revenue Management & Reservations) to deliver optimal performance.

Major Accomplishments:

- Successful opening of the first luxury hotel in Amman the helped redefining luxury in the market.
- Achieved a CAGR of 43 % in room revenue in the first three full years of operation and a Revenue Generation Index of 140 – 170 establishing itself as the leading hotel in the market.
- Successful development of sales and marketing talents that supported the Four Seasons regional and global portfolio growth

DIRECTOR OF SALES

Four Seasons Hotel Cairo at the First Residence | Cairo – Egypt | 1999 – 2002

Opening Director of Sales of the Four Seasons Hotel Cairo in April 2000. The role of Director of Sales reports to the Hotel Director of Marketing, is the senior performance leader for the Hotel Sales leading a team of 6 highly performing sales managers. The hotel was the first Four Seasons Hotel in the Middle East which established the Brand name in the region.

Major Accomplishments:

- Successful opening of the first luxury hotel in Cairo redefining luxury in the market.
- Effective penetration of the US market, Japan and Key European Markets and partnership with key Tour Operators and Incentive houses which lead to hosting key Incentive programs and tailor-made Tour Programs combining Four Seasons with Luxury Nile Cruises
- The hotel established itself as the best business hotel
- The hotel achieved the heightened performance metrics in the history of the market, achieving an average daily rate of US \$ 500 and Revenue Per Available Room exceeding US \$ 400..

P R O F E S S I O N A L D E V E L O P M E N T

- Hotel Real Estate Investments and Asset Management Certificate – eCornell – Cornell Certificate Programs – January 2021
- Personal Leadership Effectiveness (Four Seasons Hotels); Toronto; 2010
- Emotional Intelligence (Four Seasons Hotels- Talent Smart Inc.); London; 2008
- Executive Leadership Skills and Perspectives (Four Seasons Hotels); Doha; 2006
- Successful Marketing Management – Cornell University, School of Hotel Administration – 2004
- Strategic Selling Skills (Four Seasons Hotels); Cairo; 2000

E D U C A T I O N

Bachelor of Science Degree, Hospitality Management – Hotel Management Major
Helwan University, Cairo Egypt